



COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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DONALD H. BLEVINS
Chief Probation Officer

September 9, 2010

To: Each Supervisor

From: Donald H. Blevins *Don Blevins*
Chief Probation Officer

Subject: **FOOD COSTS AT JUVENILE HALLS AND CAMP FACILITIES
(ITEM NO. 31, AGENDA OF AUGUST 10, 2010)**

On August 10, 2010, on motion of Supervisor Ridley-Thomas, the Board directed the Chief Executive Officer and the Chief Probation Officer to report back to the Board by September 9, 2010 on: a) How much is spent on food per meal, per detained youth at each hall and camp, along with an explanation of the cost variance between facilities, if any; and b) A written Corrective Action Plan to ensure the Probation Department violations of State nutritional requirements at these halls and camps immediately cease. The following provides the requested information.

FOOD COSTS

Meals are prepared for youth, staff who are entitled to this benefit pursuant to their union contract, and guests who pay for their meals. The "average cost per meal" at each hall and camp where services are provided on either a contract or non-contract basis are identified below.

For contracted facilities, the average cost per meal reflects the cost for food, supplies and labor, based on a sliding scale as determined by the number of meals prepared. The more meals prepared, the lower the cost per meal. By providing a sliding scale pricing structure, the vendor is able to grant us the best possible costs based on supply/demand and volume discounting. This is a standard departmental practice for these types of contracts. However, the actual food cost is unknown to the Probation Department as the vendors are not obligated to itemize their costs incurred.

For non-contracted facilities, the average cost is based on actual salaries and employee benefits associated with the Probation staff that provide the services as well as food costs. The actual food costs are based on all meals prepared and as such, varies due to the number of meals prepared at each facility.

Current Contractor	Location	Average Cost Per Meal*	Average Daily Population
Contracted Facilities			
Morrison Management Specialist, Inc.	Barry J. Nidorf Juvenile Hall	\$1.79 - \$2.16	356
Morrison Management Specialist	Central Juvenile Hall	\$1.86 - \$2.23	423
Morrison Management Specialist	Los Padrinos Juvenile Hall	\$2.06 - \$2.62	431
Integrated Support Solutions, Inc.	Challenger Memorial Youth Center (6 Camps)	\$2.03 - \$2.90	534
Morrison Management Specialist (Eff. 10/14/10)	Challenger Memorial Youth Center (6 Camps)	\$2.37 - \$2.74	534
Non-Contracted Facilities			
	Camp Afflerbaugh	\$2.48	84
	Camp Gonzales	\$2.39	74
	Camp Kilpatrick	\$2.07	108
	Camp Mendenhall	\$2.18	84
	Camp Miller	\$2.08	96
	Camp Munz	\$2.10	74
	Camp Paige	\$2.51	91
	Camp Rockey	\$2.39	60
	Camp Scott	\$1.88	53
	Camp Scudder	\$1.72	52
	Dorothy Kirby Center	\$2.39	89

**The average cost per meal range for the contract facilities is pursuant to the contract and is based on number of meals prepared. The higher the amount of meals prepared, the lower the cost.*

COST VARIANCE BETWEEN FACILITIES

Contracted Facilities – The cost variance between contracted facilities is primarily attributed to the contract bid process where there are differing rates, contract terms, and workload from facility to facility at the time that each contract is executed.

Non-Contracted Facilities – The following are typical reasons why there are cost variances between the non-contracted camp facilities.

- Food vendors' prices vary from vendor to vendor as well as within their own branches. For example, one of our vendors that services our eastern camps (Afflerbaugh, Paige, and Rockey) as well as the Dorothy Kirby Center has a branch in Los Angeles and one in Ventura. The Los Angeles Branch is slightly higher than the one in Ventura.
- Food prices for items such as dairy products and meat vary in price each week due to the weekly pricing index set by the United States Department of Agriculture.
- All food items purchased are not on a County master agreement. For example, items that have low usage are not typically included in the master agreement. It may be a little complex to create a master agreement that covers all items. Therefore we pay non-agreement pricing.
- Food preparation is based on consumption which often times is driven by the different camp programs. For example, Camps Gonzales and Rockey run a culinary program in collaboration with Los Angeles County Office of Education where Probation provides the food.
- Although all camps use the same menu, specific recipes are not followed, and thus, food orders, preparation and ingredients differ between the cooks. This will be addressed pursuant to the Corrective action Plan.

As indicated in our August 27, 2010 response to the Auditor-Controller regarding their review of the Department's procurement operations (Phase I), the Probation Department will conduct a Prop. A analysis to determine the feasibility of contracting out food services at all camps by June 2012.

CORRECTIVE ACTION PLAN

Attachment I (Nutritional Health Corrective Action Report) provides the deficiencies and the related corrections status to ensure that violations of California Corrections Standards Authority (CSA) nutritional requirements at the juvenile halls and camps immediately cease. On September 9, 2010, Probation Department representatives, including the newly-hired dietician, met with CSA representatives to discuss the Department's compliance status of the violations. Although the Department has resolved all of the nutritional deficiencies primarily as a result of hiring a dietician, the Department has until March 2011 to fully implement the new food services program throughout the hall and camp facilities.

Attachment II (Nutritional Corrective Action Implementation Plan Timeline) is our projected timeline for implementation. To ensure the effective and efficient implementation of the food services programs at the Halls and Camps, the implementation plan provides for the following to be implemented by March 2011:

- The implementation of the new menus and related policies and procedures at all Halls and Camps.
- The standardization of purchasing procedures to stabilize the cost of food and ensure only appropriate food items are purchased to be served to minors.
- The development of all related and required food services documents to coordinate with the new menus in accordance with the new policies and procedures and Federal, State and local requirements.
- Approval of related and required policies and procedures that have been developed as a part of the corrective action process. Provide training related staff to ensure a clear understanding of and ability to adhere to the new policies and procedures. The new policies ensure the menus are implemented in a standardized, effective and efficient manner. The new policies call for the collaboration between departments. The policies ensure compliance with Federal, State and local regulations.
- Required guidance manuals (Medical Diet Manual, Normal Nutrition Manual and Food Services Plan) are finalized, approved and made available to each facility kitchen and medical unit as required by Title 15.
- New recipes to be thoroughly tested and standardized to ensure accuracy, reliability, taste and eye appeal.
- Food Service staff trained on the preparation of the newly standardized recipes to ensure ingredients that could change the nutritional status of the recipes are not used – this includes basic nutrition information and instruction on how to season and flavor foods using low-fat, low-sodium and low sugar alternatives.

- Responsible food services staff identified and properly trained on the fundamentals of medical and modified diets and the importance of ensuring the accurate execution of medical and modified diet menus.
- The pilot camps and halls to be monitored with intensive oversight and ongoing training provided. Once the process is confirmed as viable at the Halls and Challenger Camps, the menus will be implemented systematically across all remaining camps.
- The implementation of the menus is monitored on an ongoing basis.

Please contact me if you have any questions or require additional information, or your staff may contact Tanya Fields, Probation Director, Management Services Bureau, at (562) 940-2825.

DHB:CCR:DR:TF:ka

Attachments (2)

c: Board Executive Officer
Chief Executive Officer
Auditor-Controller
Justice Deputies

**County of Los Angeles Probation Department
Nutritional Health Corrective Action Report
Juvenile Hall and Camp Facilities**

ATTACHMENT I

#	ARTICLE SECTION	DEFICIENCY	CORRECTIVE ACTION PLAN	CORRECTIONS STATUS	CORRECTED DATE
1	1460 Frequency of Serving Food is served to minors on medical diets as prescribed by the attending physician	Physicians often prescribed medical diets (i.e. no dairy, double portion, low carbohydrate and high protein diet, high calcium and iron diet) that kitchen can not provide, (since there is no direction/recipes for kitchen staff to follow).	The Department will hire a Registered Dietitian (RD) to begin working on June 1, 2010. The RD will prepare a Medical Diet Manual that contains all Medical Diets available to order and specific directions and recipes for kitchen staff to follow.	An RD was hired and began work as a full-time permanent employee on June 1, 2010. The RD has prepared a Medical Diet Manual which includes directions and recipes for kitchen staff to follow for each medical diet available to be ordered. The Medical Diet Manual has been forwarded to the Medical Director for Approval	Hired RD -Completed June 1, 2010 Medical Diet Manual -Completed July 16, 2010 Medical Diet Manual Approved by Physician -Completed August 30, 2010
2	1461 Minimum Diet The minimum diet that is provided in the facility is based on the nutritional and caloric requirements found in the 1999-2002 Dietary Nutrition Academies; the 2005 California Daily Food Guide; and, the 2000 Dietary Guidelines for Americans	Unable to determine. The nutritional information of food provided to minors was not submitted for review as requested (verbal, written, and including Office Hearing Procedure) to this Department for evaluation.	The Department will hire an RD to begin working on June 1, 2010, to revise the 5-week cycle menu. The RD will conduct a nutritional analysis of the 5-week cycle menu. The nutrition analysis will confirm that the menus meet the minimum diet standards based on the nutritional and caloric requirements found in the 1999-2002 Dietary Nutrition Academies; the 2005 California Daily Food Guide; and, the 2000 Dietary Guidelines for Americans. The 5-Week cycle menu with nutritional analysis will be forwarded to the County Public Health Inspector for review.	The Department has hired an RD (Food Services Consultant) who began work on June 1, 2010. The RD revised the 5-week cycle menus to meet all nutritional and caloric requirements. A nutritional analysis of the 5-week cycle menu has been completed. The nutritional analysis reveals the menus meet the minimum diet standards as required by the National Nutrition Programs and Title 15. The 5-Week cycle menu with nutritional analysis has been forwarded to County Public Health Inspector for review.	Ensure 5-Week Cycle Menus Meet Nutritional and Caloric Requirements -Completed July 9, 2010.
3	1461 Minimum Diet The average daily calorie allowance for female minors between 11-18 years of age is 2200 calories and for males in that age category, 2500-3000 calories each day	Unable to determine. The nutritional information of food provided to minors was not submitted for review as requested (verbal, written, and including Office Hearing Procedure) to this Department for evaluation.	The Department will hire a RD to determine the daily calorie allowance for its population. The Probation Department RD will conduct a nutrition analysis on the 5-week cycle menus to determine daily their caloric value. The 5-week cycle menus with nutritional analysis indicating the daily caloric value will be submitted to the Public Health Department for review. The Probation Department RD will conduct a nutritional analysis of the newly revised 5-week cycle menu to confirm dietary fat does not exceed 30% of the total calories on a weekly basis.	The Probation Department Food Services consultant, RD has set the daily calorie range at 2500 to 2900 kcals per day for its population. An analysis of the 5-week cycle menu confirms the daily calories for all menus are within the established range. The 5-week cycle menu and nutrition analysis has been submitted to the Public Health Department for review.	Ensure 5-Week Cycle Menus Meet Caloric Requirements - Completed July 9, 2010
4	1461 Minimum Diet Total dietary fat does not exceed 30% of total calories on a weekly basis	Unable to determine.		The RD has conducted a nutritional analysis of the 5-week cycle menu. The nutritional analysis confirms the revised 5-week cycle menus do not exceed 30% of the total calories on a weekly basis.	Ensure 5-Week Cycle Menus Do Not Exceed 30% Fat - Completed July 9, 2010

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5	<u>1462 Medical Diets</u> Medical diets that are utilized by a facility are planned, prepared and served in consultation with a registered dietitian	No registered dietitian for consultation.	The Probation Department will hire a full-time Registered Dietitian on staff to begin working on June 1, 2010, to plan and develop medical diets. The RD will provide consultation to food service staff to ensure that medical diets are appropriately prepared and served.	The Probation Department has hired a full-time RD who began work on June 1, 2010. The RD has planned all medical diets available to be ordered. The RD is available to food service staff for consultation on preparing and serving medical diets.	Hired RD -Completed June 1, 2010
6	<u>1462 Medical Diets</u> The facility manager provides any medical diet prescribed for a minor	No registered dietitian for the facility manager to consult in providing any medical diet prescribed for a minor.	The Department will hire a Registered Dietitian to begin working on June 1, 2010, who will be available for medical diet consultations.	The Probation Department has hired a full-time Registered Dietitian who began work on June 1, 2010. Facility Managers can contact the RD for Consultation regarding medical diets prescribed to minors as needed.	Hired RD - Completed June 1, 2010
7	<u>1462 Medical Diets</u> There is a medical diet manual that includes sample menus. It is available in the medical and food service offices	No medical diet manual that includes sample menus at medical service office.	The Department will hire a Registered Dietitian to begin work on June 1, 2010, to develop a Medical Diet Manual that includes sample menus. The medical diet manual will be reviewed by the RD and approved by the Medical Director. The Medical Diet Manual will be available in the Medical Unit and Food Service Offices at each facility.	The Probation Department has hired a full-time RD who began work on June 1, 2010. The RD has developed and reviewed a medical diet manual that includes sample menus. The medical diet manual has been forwarded to the Medical Director for approval.	Developed Medical Diet Manual -Completed July 16, 2010
8	<u>1462 Medical Diets</u> A registered dietitian reviews, and the responsible physician approves, the diet manual on an annual basis	No registered Dietitian on staff for review.	The Department will hire a Registered Dietitian to begin work on June 1, 2010. The RD will prepare and review a Medical Diet Manual. The medical director will be requested to approve the manual. The registered dietitian will review and the medical director will approve the medical diet manual on a annual basis.	The Probation Department has hired a full-time RD who began work on June 1, 2010. The RD has prepared and reviewed the Medical Diet Manual. The medical diet manual has been forwarded to the medical director for approval.	The RD Reviewed Medical Diet Manual -Completed July 16, 2010
9	<u>1463 Menus</u> Menus are planned at least one month in advance of their use. Menus provide a variety of foods considering the cultural and ethnic makeup of the facility thus preventing repetitive meals	There were instances minors protested too much ham on the menu (particularly weeks 4 & 5 of the menu cycle).	The Probation Department RD will plan all menus at least one month in advance of their use. The RD will create a 5-week cycle menu that will ensure a wide variety of foods are served considering the cultural and ethnic make-up of the facility. Repetitive meals will be avoided. Where there is an instance of a high frequency of any particular food item's, the item's) will be replaced with a different but comparable food component that	The Probation Department RD has planned and developed a revised 5-week cycle menu which will be implemented in September 2010 providing for at least two months advanced planning. The RD has planned and developed the 5-week cycle menus to ensure a variety of foods and consideration of the ethnic and cultural makeup of the population and avoids repetitive meals. Where Ham or other items had appeared on the	Menus Updated to Ensure Variety -Completed July 9, 2010

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			a different but comparable food component that provides more variety.	menu too frequently, the item has been replaced with an alternative.	
10	1463 Menus A registered dietitian approves menus before they are used	No Registered Dietician on staff to approve menus before they are used.	The Probation Department will hire a full-time Registered Dietitian to begin working on June 1, 2010. The Probation Department RD will approve all menus before they are used.	The Probation Department has hired a full-time Registered Dietitian who began working on June 1, 2010. The Registered Dietitian has approved the revised 5-week cycle menus. The revised and approved 5-week cycle menus are planned to be implemented in September, 2010.	Hired RD to Approve Menus -Completed June 1, 2010
11	1463 Menus Changes are noted on the menu and/or production worksheet when any meal that is served varies from the planned menu	Changes are not noted on the menu and/or production worksheet.	All changes to the menu made at the site level will be noted on the menu and menu production record. A Management Services Bureau policy and procedure (MSB P/P) will be developed and implemented regarding documenting changes made to the menu. Training will be provided to the Head and Senior Cooks on the new MSB P/P related to documenting menu changes on the Menu Production Record and Menu. The Probation Department RD will conduct periodic audits to review menu changes and ensure they have been appropriately documented. Findings will be reported to the Probation Director.	A Management Services Bureau Policy and Procedure is being developed to address this issue. Training for Head and Senior cooks is being planned.	Policy and Procedure Developed -Completed August 18, 2010 Training for Head and Senior cooks -Completed August 26, 2010
12	1463 Menus Menus, as planned and including changes, are retained for one year and evaluated by a registered dietitian at least annually	No Registered Dietician to evaluate menus.	The Probation Department will hire a full-time Registered Dietitian to begin working on June 1, 2010. The RD will plan all menus. Menus will be planned, evaluated, and updated by the Probation Department, RD on an annual basis. Menus, as planned and including changes will be retained for at least one year. The MSB will develop a policy regarding the documentation and retention of menus and menu changes which will be provided to all food service staff.	The Probation Department has hired a full-time RD who began working on June 1, 2010. The RD has planned and developed the 5-week cycle menus. The MSB is developing a Policy regarding menu planning and development and a Policy on Menu change documentation	Hired RD to Evaluate Menus - Completed June 1, 2010

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13	<p>1464 Food Services Plan There is a written food services plan that complies with the applicable sections of California retail Food Code (Cal Code). In facilities with an average daily population of 50 or more, a trained and experienced food services manager is employed or available to prepare a food services plan. In facilities with an average daily population that is less than 50, that do not have a food services manager, the facility manger prepares the plan. The plan included, but is not limited to the following policies and procedures;</p>	The inspection revealed no trained and experienced food services manager was available at this facility, and food service plan was outdated and incomplete	<p>A renewed Food Service Plan will be developed through consultation and collaboration with the Probation Department Food Service Consultant, RD and Chief Cook.</p> <p>The new Food Services Plan will include Probation Department Directives and policies and procedures developed by the MSB.</p> <p>All facility food service managers will be trained on the new MSB policies and procedures and provided with a copy of the Food Service Plan which they will be required to keep on hand in their facility for reference.</p>	<p>The Food Service Plan is in the process of being developed by the Probation Department, Food Service Consultant, RD and Chief Cook with administrative support.</p> <p>Related MSB policies are being developed as a part of the process of developing the Food Service Plan.</p> <p>The Food Service Plan is completed in draft form.</p> <p>The MSB is planning for training to be provided to food service staff once the Plan has been completed.</p>	<p>The Food Services Plan Was Updated and Made Complete -Completed August 10, 2010</p> <p>Related MSB Policies have been written -Completed August 10, 2010</p> <p>Training of Food Services Managers -Planned for September 2010</p>
14	menu planning;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
15	purchasing;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
16	storage and inventory control;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
17	food preparation;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
18	food serving;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
19	transporting food;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
20	orientation and on-going training;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
21	personnel supervision;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
22	budgets and food costs accounting;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
23	documentation and record keeping;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
24	emergency feeding plan;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010
25	maintenance and repair;	food service plan outdated/incomplete.	Refer to # 13	Refer to #13	Completed August 10, 2010

**County of Los Angeles Probation Department
Nutritional Corrective Action Implementation Plan
TIMELINE**

TASK	PROJECTED START	PROJECTED COMPLETION	ACTUAL COMPLETION	STATUS September 2, 2010
Medical Diet Manual Physician Approval	July 20, 2010	September 8, 2010	August 29, 2010	Completed/Closed
Review <u>Food Services Plan</u> for Accuracy	September 2, 2010	September 3, 2010		In Progress
Finalize <u>Normal Nutrition Manual</u>	August 31, 2010	September 10, 2010		In Progress
New Management Services Bureau Policy and Procedure Approval	August 30, 2010	September 8, 2010		In Progress
Menu Costing (Halls/Challenger)	August 30, 2010	September 6, 2010		In Progress
Final Food Services Plan Review and Revisions from Morrison	September 1, 2010	September 7, 2010		In Progress
Finalize Food Services Plan for Halls	September 2, 2010	September 10, 2010		In Progress
Convert Food Services Plan to Challenger	September 2, 2010	September 10, 2010		In Progress
Make Copies of Food Services Plan & Normal Nutrition Manuals for Halls & Camps	September 13, 2010	September 15, 2010		Not Started
Finalize Menus	August 31, 2010	September 30, 2010		In Progress
-Costing (Morrison/Procurement)				
-Meet w/ Morrison re costing				
-Update Menus				
-Visit Vendors (food availability)				
-Medical Diet food				

TASK	PROJECTED START	PROJECTED COMPLETION	ACTUAL COMPLETION	STATUS September 2, 2010
Finalize Specs	September 3, 2010	September 30, 2010		Not Started
Test Recipes	October 1, 2010	October 15, 2010		Not Started
Update the Medical Diet Menus, Finalize and Make Copies for Halls & Camps	September 6, 2010	September 10, 2010		In Progress
Create the Related Documents	September 15, 2010	September 30, 2010		In Progress
Daily Menus				
Menu Production Records				
Order Forms				
Transportation Records				
Temperature Logs				
Plan Training (Halls & Challenger) Menus, Recipes, Food Services Plan, Policies & Procedures, Medical Diets, Medical Menus, Food Safety & Sanitation, Documentation, Record Keeping	October 1, 2010	October 15, 2010		Not Started
Train at Halls & Challenger	October 18, 2010	October 29, 2010		Not Started
Implement Cycle 1 (Halls & Challenger)	October 24, 2010	October 30, 2010		Not Started
Implement Cycle 2 (Halls & Challenger)	October 31, 2010	November 6, 2010		Not Started
Implement Cycle 3 (Halls & Challenger)	November 7, 2010	November 13, 2010		Not Started
Implement Cycle 4 (Halls & Challenger)	November 14, 2010	November 20, 2010		Not Started
Implement Cycle 5 (Halls & Challenger)	November 21, 2010	November 27, 2010		Not Started
Full Implementation at Halls & Challenger	November 27, 2010	November 30, 2010		Not Started

TASK	PROJECTED START	PROJECTED COMPLETION	ACTUAL COMPLETION	STATUS September 2, 2010
Ongoing Monitoring	November 30, 2010	Ongoing		Not Started
Convert Food Services Plan to Camps	October 14, 2010	November 19, 2010		Not Started
Roll-Out Implementation Plan at Remaining Camps	December 6, 2010	March 15, 2011		Not Started
Implementation at Camps (Group 1)	January 3, 2011	January 14, 2011		Not Started
Implementation at Camps (Group 2)	January 17, 2011	January 28, 2011		Not Started
Implementation at Camps (Group 3)	January 31, 2011	February 11, 2011		Not Started
Implementation at Camps (Group 4)	February 14, 2011	February 25, 2011		Not Started
Implementation at Camps (Group 5)	February 28, 2011	March 11, 2011		Not Started
Full Implementation at all Camps	March 15, 2010	Ongoing		Not Started
On-going Monitoring at all Halls & Camps	March 15, 2011	Ongoing		Not Started